Principal Strategy in Developing Positioning In Junior High School of Muhammadiyah Boarding School (Mbs) Jombang

AMM Qurrota A'yun,

Nyong Eka Teguh Imam Santosa

Graduate Program of Islamic Education Management, Universitas Muhammadiyah Sidoarjo, Indonesia

ahmadmuizudinmqa@gmail.com

ABSTRACT

The results of this research indicate that the Principal Strategies In The Development Of Positioning at Junior High School of Muhammadiyah Boarding School (MBS) Jombang concentrating on Efforts such as the structured implementation of integrated curriculum, program execution, the flagship, Extracurricular activities that emphasizes education character, student achievement and promotional activities. The impact of the implementation strategy of development of the principal positioning at Junior High School Muhammadiyah Boarding School (MBS) Jombang made teachers service quality and employees be good, increasing the interest and the trust of the community, the formation of good character in students, and the number of institutions study appeal. Implementation of the development strategy of positioning is supported by a number of factors, Including: educators who meet the qualification standards of the education quality, quality of education services are good, school is worth written, media promotion and quality students who are good. And has some restricting factors include: infrastructure, not to the existence of a special promotion team, intense competition, a community mindset growing niche to choose schools, and less strategic geographical location.

Keywords: Strategy, principal, positioning.

1. INTRODUCTION

Rise of globalization and modernization is quite disturbing when all components of the nation. Because the character of the nation tends to disappear and fade on the young generation today. So that led them into acts against the norms and rules. While character education imposed on educational institutions that exist, are still not able to keep up and fortify their students of the dangers of globalization. Pesantren-based education model becomes a necessity and a solution amid a phenomenon that is currently happening. Education was held for 24 hours a balance between public education and religious education and character education that is capable of forming students to become leaders, disciplined and independent and trained in resolving the problems that occur around them.

In its implementation, the pesantren based educational institutions are now required capable of doing a good management in order to maintain competition between institutions eksistensisnya amid an increasingly competitive and dynamic market that taste periodically relative change following the trend of the times. Management of educational institutions generally greatly influenced several important factors, one of them by a factor of leadership, which in this case is the school leadership. The school principal is the motor at the same time plays an important role in determining the policy direction of the school. School principals are required to always improve its performance in developing and implementing appropriate strategies and competitive. So that educational institutions under its management may still exist and flourish.

Along with the increasing number of new educational institutions that emerged at this time, can not be denied that competition between institutions are becoming increasingly stringent. On the other hand the anxiety and irony is apparent competition are mostly seen on the wishes of each institution to get students with the amount as much as possible, while the quality and educational services tend to be ignored. Efforts to improve the competitiveness of educational institutions by a school principal can be done in many ways, one of which is the school management professionals and supported with good marketing management.

In the development of Islamic education institutions increasingly competitive, positioning into the management aspects are very important and decisive for the success and sustainability of the existence of an educational institution. According to Kasali, positioning is a form of communication strategy where the goal is to build consumer perception of the products and brands that offer have a certain value, which is more often associated with the advantages of a product or brand.[1] So that positioning in the world of education with regard to the efforts of an educational institution to position itself among competitors / competitors and position itself in the minds of the

public. Gunara and Sudibyo in Veithzal analogize positioning as a promise, in which a promise is something that must be fulfilled in order to maintain credibility and confidence in the institution or company in the eyes of customers. [2]

Junior High School of Muhammadiyah Boarding School (MBS) Jombang is Islamic educational institutions under the auspices of Muhammadiyah Regional Leadership Jombang who have 5 years to present color intensity of competition among educational institutions, especially competition Islamic educational institutions in the sphere of East Java province. SMP Muhammadiyah Boarding School (MBS) Jombang is a new school that has gained public confidence evidenced by the development from year to year has increased significantly. In view of the quantity of students continues showed an increase. In the first year (2014) Junior High School of Muhammadiyah Boarding School (MBS) Jombang has a number of 9 students, the second batch number of 47 students, 3rd generation number of 82 students,

Junior High School of Muhammadiyah Boarding School (MBS) Jombang is the only school-based and operates within the pesantren in Jombang district, where the boarding school on the basis of today's much in demand by the public. Junior High School of Muhammadiyah Boarding School (MBS) Jombang is a new school that is able to compete with other major schools in Jombang. In terms of achievements, both academic and non-academic achievement proven Junior High School of Muhammadiyah Boarding School (MBS) Jombang often get a champion in various race event from the local, provincial and national level. This is not out of the preparation and implementation of the flagship program in Junior High School of Muhammadiyah Boarding School (MBS) Jombang such as coaching and communication habituation international languages namely Arabic and English, Tahfidz 3 chapters and for the 5th year into five chapters. Even for the first generation able to graduate students with rote 9 chapters. Besides able to print the priests and mubhaligh, evidenced by the many alumni who requested the community as imam and preacher in the month of Ramadan, both in Jombang itself or in other cities.

Based on observation and checking of the authors of the previous study on the strategy of the principal in the development of educational institutions positioning can be said is still relatively lacking. However, there are some previous research that has relevance to this research, one of the researchers of this study is komparasikan with Suyadi study titled "Branding Strategy of Islamic Education Institute of Early Childhood (Case Study RA Mu'adh Bin Jabal Yogyakarta)". The study concentrates on the concept of marketing (marketing concept) Islamic institutions on the level of early childhood featured in Yogyakarta, which includes the positioning strategy, differentiation, and branding in the marketing activities of the school. These results indicate that awareness and consistency of an organization in maintaining and developing a variety of well conditions are maintained continuously over time will affect the image and credibility of an institution. Customer loyalty or service users can be affected by the ability to taken the position, differentiation, and branding. This indirectly becomes a quality assurance for the institution. The layout of the success of RA Institute of Muadh bin Jabal exist on the management skill of an institution with the spiritual management to the entire academic community and be done with modern management systems that are accountable to stakeholders and the public. Customer loyalty or service users can be affected by the ability to taken the position, differentiation, and branding. This indirectly becomes a quality assurance for the institution. The layout of the success of RA Institute of Muadh bin Jabal exist on the management skill of an institution with the spiritual management to the entire academic community and be done with modern management systems that are accountable to stakeholders and the public. Customer loyalty or service users can be affected by the ability to taken the position, differentiation, and branding. This indirectly becomes a quality assurance for the institution. The layout of the success of RA Institute of Muadh bin Jabal exist on the management skill of an institution with the spiritual management to the entire academic community and be done with modern management systems that are accountable to stakeholders and the public. [3]

The difference can be found between the earlier study with previous research studies have now is to concentrate on imaging strategy Islamic educational institutions early childhood through a series of strategic positioning, differentiation and branding. While the current study focused on the implementation of the strategy discusses the principals in the development of educational institutions and their positioning.

While the similarities of these two studies is that both discuss the strategy for the development of Islamic education institutions through the image and position.

Departing from the problems above, this research will discuss Principal Strategies in Developing Positioning in Junior High School of Muhammadiyah Boarding School (MBS) Jombang. The objectives of this study were (1) Describe the principal strategies and implementation in developing positioning in Junior High School of Muhammadiyah Boarding School (MBS) Jombang. (2) Describe the impact of the implementation strategy of the principal in developing positioning in Junior High School of Muhammadiyah Boarding School (MBS) Jombang. (3) Describe the factors supporting and implementing the strategy of the principal in the development of positioning in Junior High School of Muhammadiyah Boarding School (MBS) Jombang.

2. MAIN PART

Researcher uses qualitative methodology, which measures the research that produced the data in the form of descriptive, which may include the words written or oral obtained from observations of the informant or actors,

directed at the background of the individual and the organization as a whole (holistic) without No separation / isolation.[4] While this type of research is a field (Field Research), which is one of the qualitative data collection method in which researchers set out to the field to make observations about directly going to a natural phenomenon by making extensive field notes and then do the analysis. [5] The research was conducted in Junior High School of Muhammadiyah Boarding School (MBS) Jombang. On Jl. Sawunggaling Gg. V Hamlet Village Mojoanyar Mojotengah Bareng District of Jombang. While the time of the study will begin in February to the month of May 2018

Source of the data obtained in this study (qualitative) is a form of words, and actions, while other data is additional data such as documents and others.[6] While this type of data in this study were divided into several types, including: type of data in the form of words and actions, the written data and photos.

Methods of data collection using interview, observation and documentation. In this study, researchers conducted in-depth interviews (in depth interviewing) or also called unstructured interviews.[7] This technique is used for information relating to the principal strategy in developing Positioning in Junior High School of Muhammadiyah Boarding School (MBS) Jombang. The party is the object of the interview was the head of Muhammadiyah junior high school Boarding School (MBS) Jombang, head of division and others. While the observations made are participant observation or observation by participating directly. This is done by observing directly to the object of research with the goal of a close look at the activities carried out. The objects were observed, including: (1) place, such as the condition of the buildings, facilities and infrastructure; (2) the offender, in this case the principals and stakeholders; (3) activity, in this case the activity is a factor in the development of positioning as obesrvasi support activities of student achievement, formation activities and character building of students, alumni activities, and activities featured program implementation. While the documentation in this study is used to collect data from documents, whether in the form of photographs or images, text, recordings, videos, profiles and so on. The documentation used in this study is a document related to the research subjects, such as school profiles, the organizational structure of the school, and the table increase in the number of students, the award table / student achievement, photographs interviews and photo brochure. While the documentation in this study is used to collect data from documents, whether in the form of photographs or images, text, recordings, videos, profiles and so on. The documentation used in this study is a document related to the research subjects, such as school profiles, the organizational structure of the school, and the table increase in the number of students, the award table / student achievement, photographs interviews and photo brochure. While the documentation in this study is used to collect data from documents, whether in the form of photographs or images, text, recordings, videos, profiles and so on. The documentation used in this study is a document related to the research subjects, such as school profiles, the organizational structure of the school, and the table increase in the number of students, the award table / student achievement, photographs interviews and photo brochure.

Data analysis techniques used through the following steps: (1) the collection of data, which was obtained through interviews, participant observation and documentation; (2) data reduction, ie an analysis of the data that has been found; (3) The presentation of the data, the form data is compiled using narrative texts, and also in other forms, such as tables, graphs, matrices, network, pictogram and the like. (4) Conclusion and verification, the conclusions made are supported by strong evidence and supported by the data is valid and accurate and consistent when researchers did research back in the field. So the conclusion is a credible conclusion.

3. RESULTS

A. Strategy Positioning Principal in Development

Strategies are the steps systematically arranged and systematic in carrying out a plan that is comprehensive (macro) and long reach our objectives.[8] While the positioning strategy is a strategy in instilling a product or brand into the minds (mind) targeted customers, through efforts to create a unique distinction or differentiation to form the image (image) brand or product more superisor than brand / product competition.[9]

According Glitter et al. in David Wijaya identified 8 market positioning strategy choice school competition, as follows:[10]

- 1). Differences in the structure, namely the management of local education, private, or country.
- 2). Differences in curriculum, which develops kekhususuan or emphasis on certain curriculum elements (eg, the arts, technology or sports)
- 3). Differences in style, which emphasizes the teaching-learning approaches or disciplines.
- 4). Differences in religion or philosophy, such as faith-based schools.
- 5). The gender difference, that boy or girl.
- 6). The wide range of student abilities, namely through elections or determination capabilities.
- 7). Differences in the age range of students, for example, students age 6-12.
- 8). Differences in student achievement, namely the emphasis on educational achievement are good in terms of measurable absolute or in relative terms related to the concept of added value (value) added) educational services.

Based on empirical data gathered in the field that in the development of positioning the institution principals apply some strategy, among other things: one, the difference curriculum, it can be seen with the implementation of curriculum integration, which combines the national curriculum Kemendikbud and curriculum cottage which emphasizes the balance of knowledge between common subjects with religious subjects. As the identity of Junior High School of Muhammadiyah Boarding School (MBS) is a school-based Jombang pesantren is a formal school that reflects the religious values; The second strategy stylistic differences, this can be known through extracurricular activities organized emphasizes the character formation of the students. Such as Muhammadiyah Student Assosiation (IPM) and Scout Movement (HW) activities so that students have a good character such as discipline and responsibility; Third, the strategy of the wide range of student abilities, this can be seen through the mapping of students who fall into a wide range of fields of study which is based on the ability of students; Fourth, differences in student achievement strategy, it can be known through several stages that have been implemented to achieve the target of student achievement, namely the early stages by performing a selection to prospective new learners. Whether through tests new student admisson or through a contest organized. The next stage is the selection of the official students, through the process of mapping the students into the field of controlled studies.

While the views of the steps in determining the positioning of the head of the school has implemented three strategic step as said Kotler namely, identifying the advantages possessed to be displayed in relation to competitors, make a selection on the strengths that are regarded the most powerful or prominent, communicating excellence it effectively to your target market.

Steps for the identification and determination as well as the development of excellence can be seen through the above explanation relates to a series of principals in the development strategy of positioning. The last step is to communicate excellence. Communication becomes necessary to do so created and maintained a good relationship and the relationship of mutual understanding between the institution and the public or customers, further establishing and maintaining a relationship of trust with manjalankan principles of persuasive communication with the aim of influencing the public's emotions or society, and the latter maintaining and create a partnership with communication.

It can be seen that the steps taken by the head of Muhammadiyah junior high school Boarding School (MBS) Jombang in communicating excellence by performing active communication, both internal and external communications. As is the internal communication is to build and develop institutions of excellence that includes academic and non academic aspects as well as the procurement or recruitment of human resources in this case is of educators and education personnel to help to achieve excellence and competitiveness of the school. While external communication performed by the principal of Junior High School of Muhammadiyah Boarding School (MBS) Jombang is communication carried out with the aim to deliver and introduce the excellence of services provided by the school to the community, both of which are already customers or prospective customers. The form of external communication is carried out by communication directly and indirectly. Direct communication is through a meeting or meetings with parents of students, school committees and community leaders, both at the time of the distribution of report cards, school activities that invite or involve the public, recitals or graduations. but it is also the publication and dissemination of direct door to door to schools. The form of indirect communication or written communication is through banners, brochures, internet websites and social media (Facebook, Whatsapps and Instagram). Communication is done to demonstrate excellence, achievement, and a variety of academic and non academic programs of the school. Like the flagship programs of the schools, and achievements both student achievement and institutions alike. As in marketing public relations strategy is one of them with the planning and implementing of promotion by showing competitiveness, excellence, achievement, graduates, and so on.[11]

B. Impact of implementation of the Strategy for the Development Principal Positioning

Impact of the implementation strategy of the principal in the development of positioning include: first, the quality of service of teachers and employees to be good, it can be seen from the efforts made through the overhaul of the curriculum by combining the curriculum of the Ministry of Education curriculum cottage so that learning becomes efficient and provide a portion of the time that a lot of extracurricular activities for the development of students' interests and talents. Furthermore, supported by the recruitment of teachers qualified education quality standards, secondly, the increasing interest of public confidence, it can be seen through the increase in the number of students from year to year has increased quite significantly. The student growth data

DATA TABLE STUDENT PROGRESS

Junior High School of Muhammadiyah Boarding School (MBS) Jombang

| | The number of students | |
|-----------|------------------------|-------|
| Year | entry | Whole |
| 2014/2015 | 13 | 13 |
| 2015/2016 | 50 | 63 |
| 2016/2017 | 82 | 142 |
| 2017/2018 | 92 | 221 |
| 2018/2019 | 110 | 284 |

Source: Data Committee PPDB junior MBS Jombang

Third, the formation of good character on the student, the student has the responsibility and good leadership. Fourth, many comparative studies institute, along with the rapid development of the Junior High School of Muhammadiyah Boarding School (MBS) Jombang so many other institutions who come to conduct a comparative study in order to compare the conditions that exist in their own place with conditions elsewhere who becomes the object of study. The result is a collection of data and information as a reference in the formulation of the desired concept.

C. Inhibiting And Supporting Factors of Implementation Strategy Positioning Principal Under Development

In carrying out a definite strategy will not always go smoothly as expected or that have been programmed in advance, but will also face obstacles in it. Based on empirical data and findings in the field, it can be seen supporting factors and obstacles encountered in implementing the school principal to develop a positioning strategy dipimpinya educational institutions include:

- 1. Factors Supporting Implementation Strategy Positioning Principal Under Development
- a. The school principal having an experience that a lot, because it has long been in education for approximately 20 years.
- b.School principals have a relationship / relationship with the community. And has a channel and links are quite a lot, making it easier to run the school development strategy.
- c. Educators who teach the appropriate qualifications respectively.
- d.Educators and education personnel are relatively young so there is still passion in running school programs, as well as active in membrikan bright ideas for school development.
- e.Junior High School of Muhammadiyah Boarding School (MBS) Jombang is recognized as an institution of Islamic education favorite national level in quality and the quality of education.
- f. The quality of education services are getting better at relatively low cost.
- g. Their religious values that became icons differentiator compared to other schools.
- h. Has several media promotions that can help position the school in the community.
- i. A good quality of students (discipline, spirited leader, confident, responsible and achievement).
- j. Management implemented a pretty good principals. Evidenced by the learning plan early in the year followed by all stakeholders, educators and education personnel. And continued with the implementation and monitoring and supervision and evaluation goes well.
- k. The only school-based schools in the neighborhood Assosiation of Muhammadiyah in Jombang increasingly credible evidenced by the chart the development of the number of students each year an increasing number.
- l. Training or training either from office or internal workshop through funding from government assistance that is often followed by educators to improve competence.

m. Their cooperative or canteens that provide healthy food meals for students and the school community.

- n.Support from teachers, educators and parents about school programs.
- o.Muhammadiyah junior high school graduates Boarding School (MBS) guaranteed Jombang able to read the Qur'an tartil and memorize at least 3 chapters. And can become a priest prayer.
- 2. Inhibiting Factors Implementation Strategy Positioning Principal Under Development

a.Junior High School of Muhammadiyah Boarding School (MBS) Jombang is an institution that still depend on the management of funding, the results of infaq citizens, money monthly student / students and school kopresi results, and do not have other sources of funding.

b.Limited funds to build and utilize vast land owned Junior High School of Muhammadiyah Boarding School (MBS) Jombang, which should be used for the development of institutions, such as the construction of new buildings and open entrepreneurship.

c.Entrepreneurial and yet have a product that can be used as a brand for the school, as well as a source of funding for school development.

d.In terms of infrastructure, Junior High School of Muhammadiyah Boarding School (MBS) Jombang has some shortcomings in the fulfillment of the room, such as space science laboratory, library, and the infirmary are considered less worthy. The parking lot is less representative.

- e.The absence of a special team school promotion, in terms of readiness for promotional Junior High School of Muhammadiyah Boarding School (MBS) Jombang require special promotion team that can handle it pofesional and promotional activities planned. Because of all this promotional activity only hiring of teachers. Good promotion of direct or indirect promotion.
- f. Competition between schools is getting tighter. Evidenced by the emergence of new institutions and also lemabag pendidika long education from both public and private are vying to win the market. Especially with the advent of the new government policy on public school zonaisasi which has also affected the education sector under private management by improving and reorganizing themselves in order to seize new students who could not get in public school favorites.
- g. Teachers and the relatively young, causing lack of experience in teaching and school development.

h. Their mindset in the society especially in Jombang that public schools are superior to private schools. So that people are more likely to put pilhan first new public school and then to a private school.

- Less strategic geographic location because it was in the middle of the village and away from urban areas or far
 from the main road making it difficult for people to access the location of Junior High School of Muhammadiyah
 Boarding School (MBS) Jombang.
- j. Educators who do not yet have many achievements and scientific work. Because one reflection of an educational institution is the quality of advanced and can be seen from educators who owned professional and competent. One of which can be evidenced by the achievements obtained.

k.Still there are some educators who have not yet meet the standards S1 so that the academic qualification.

4. CONCLUTION

Based on the above discussion, the author can draw conclusions as follows: (1) positioning strategy that is implemented principals in educational institutions include: the strategy of curriculum differences, strategy differences in style, the strategy of the wide range of student abilities, strategies difference in student achievement. (2) Impact of the principal in the development strategy of positioning includes: quality of service of teachers and employees to be good, the increased interest and trust of society, the formation of good character on students, many institutions comparative study. (3) As a supporting factor in the development strategy of positioning principals are: educators who teach the appropriate qualifications, the quality of educational services are getting better at relatively low cost, their religious values that became icons differentiator compared to other schools, has several media

promotions that can help position the school, a good quality of students (discipline, spirited leader, confident, responsible and accomplished) and others. While the factors inhibiting the strategy of the principal in the development of positioning, namely: infrastructure, the absence of a special team school promotion, competition between schools intensifies, their mindset in the society especially in Jombang that public schools are superior to private schools, geographic location less strategic and others.

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